



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND**



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JAN 10 2013

MuckRock News
Mr. Shawn Musgrave
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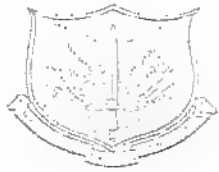
Dear Mr. Musgrave

We received your Freedom of Information Act (FOIA) request dated 12 December 2012. Your request was assigned USNORTHCOM FOIA case number FY13-13DEC2012-NNC13. In your request letter you asked for the following: The Defense Support of Civil Authorities report produced by the Department of Defense after Hurricane Sandy outlining lessons learned by DOD from the disaster.

A search of our records did not find such a report. However, we found Hurricane Sandy lessons learned by USNORTHCOM. Upon review of the document we have determined it to be partially releasable as portions are exempt from mandatory disclosure under FOIA exemption (b)(6) as the release of the exempted information would constitute a clearly unwarranted invasion of personal privacy. The authority for this exemption is United States Code, Title 5, Section 552 (b)(6).

As a requester in the "All Others" fee category, you have received the first 2 hours of search time and first 100 pages of duplication at no cost. The total cost for processing your request is \$132.00. The breakdown of this fee is 3 hours of search time at the professional rate of \$44.00 per hour. You requested a fee waiver for your request and we appreciate your fee waiver justification provided to our FOIA office on 8 January 2013. However, due to our command exceeding the 20 day statutory response for processing your fee waiver request, there are no assessable fees for this request.

If you are not satisfied with our Commands' response on your request, you may administratively appeal to Mr. James Hogan, Chief, Policy, Appeals and Litigation Branch, Office of Freedom of Information, 1155 Defense Pentagon, Washington DC



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20301-1155. Your appeal should be postmarked within 60 days of the date of this letter, cite our case number FY13-13DEC2012-NNC13, and it should be clearly marked "Freedom of Information Act Appeal" on the request.

CHARLES D. LUCKEY
Major General, USA
Chief of Staff

Attachment:

1. FY13-13DEC2012-NNC13 Responsive Document

ID: 17570 Organization: N-NC/J5 Document Date: 28 Nov 2012 Status: Active

Topic: (U) Setting the Theater

Observation: (U) Rapid access to Reserve Component forces to establish the JOA sustainment and distribution architecture continues to be problematic.

Discussion: (U) ARNORTH enabling forces are all Army National Guard units. No-notice or short-notice events make timely access to enabling forces critical. T-10 forces deployed into the JOA before necessary reception assets were in place to efficiently receive them. The scale and scope of requirements generated by Hurricane Sandy exceeded the capabilities of assets that were available to conduct JRSOI, highlighting lack of tenant capabilities and shortfalls in the JPRC function at aerial ports of debarkation and selected base support installations. This was largely a function of the time required for 167th TSC assets to deploy and establish capability. This limitation is not specific to 167th TSC, but applies to all RC sourced forces intended for rapid response in the Homeland. The requirement remains for assigned forces to constitute a rapid Theater Opening Force Package capability.

Recommendation: (U) Assign theater enabling capabilities IAW the 27 Aug 2012 CG ARNORTH Force Requirements memorandum.

Comments: (U) LTC [REDACTED], ARNORTH G7, 210-221-0518. Approved by: Mr. [REDACTED], ARNORTH ADCS G3/5/7, GS-1511/30/12 N-NC/J743 ([REDACTED]): Issue was recommended by the 27 Nov 12 OSWG to be presented at the 30 Nov 12 Hotwash. Upon completion of the 30 Nov Hotwash, all issues associated with this issue will be rolled up under the selected OPR.3 DEC 12, N-NC/J743 ([REDACTED]): Per the 30 NOV 12 Hurricane Sandy Hotwash this is designated as a Corrective Action Program issue with N-NC/J5 as the OPR and N-NC/RF, J1 and NC/J3 as OCRs.

Posted by: [REDACTED]

Unit: ARNORTH G7 Assess/LL

Country: United States

Event: Hurricane Season 2012

Event Type: Operation

Event Date: 16 Nov 2012

ID: 17568 Organization: N-NC/J5 Document Date: 27 Nov 2012 Status: Closed

Topic: (U) Abandonment of the National Response Framework (NRF) and subsequent lack of coordination for response and unity of effort [CLOSED - rolled under 17557]

Observation: (U) Abandonment of the National Response Framework (NRF) and subsequent lack of coordination for response and unity of effort.

Discussion: (U) It was understood why the Commander gave the guidance to "Go get Missions." Communities and Civilian agencies obviously needed assistance, but this points to a larger problem. The bureaucratic and cumbersome process of getting through the NRF leaves the end user (American citizens or civilian agencies in support of American citizens) without support and timely response. With civilians and other state agencies crying out for support, a gap is created between DOD and the supported. This gap was filled by folks "getting missions," but much of it didn't bode well for unity of effort and coordination with the states of New York and New Jersey.

Recommendation: (U) Review response timelines in the NRF and solidify the C2 relationships with the state. Continue to educate not only DOD but other agencies in the response framework.

Comments: (U) 11/30/12 N-NC/J743 ([REDACTED]): Issue was recommended by the 27 Nov 12 OSWG to be presented at the 30 Nov 12 Hotwash but rolled up under 17557. Upon completion of the 30 Nov

Hotwash, this issue will be rolled up under the selected OPR for 17557 and closed.12/3/12 N-NC/J743 ([REDACTED]): Based on the results from the 30 Nov 12 Hurricane Sandy Hotwash, this issue has been assigned to the N-NC/J5, closed, and rolled under 17557 as the master issue.

Posted by: [REDACTED]

Unit: MARFORNORTH

Country: United States

Event: Hurricane Season 2012

Event Type: Operation

Event Date: 27 Nov 2012

ID: 17557

Organization: N-NC/J5

Document Date: 26 Nov 2012

Status: Active

Topic: (U) Operating within the NRF

Observation: (U) The decision to ignore key parameters of the National Response Framework by dispensing with MAs and engaging in recovery activities caused confusion.

Discussion: (U) If Hurricane Sandy, for purposes of lessons learned, is assumed to be a form of complex catastrophe for which the NRF may not completely apply, then some replacement parameters must be established. If a T10 response is not to be driven by the MA process and DCO vetting, then some sort of anticipatory immediate response type construct needs to be established. While this rushing to the sound of the guns may be emotionally satisfying or even politically expedient, it is inefficient and may even interfere with rapid assistance as it potentially clogs up lines of communication and limited BSI space in/near the JOA as forces push forward without being called forward. An exception to this observation is probably Search and Rescue (SAR).

Recommendation: (U) If Hurricane Sandy is seen as an archetype of a complex catastrophe then a careful analysis of the effectiveness of the DoD response within the context of Dual Status Commanders, lead federal agencies and State response capabilities needs to be conducted. It should incorporate insights from the on going DoD Complex Catastrophe effort. From this combined analysis, it may be possible to derive a worst case T10 response model that builds on the NRF at least to the point where all players understand the ground rules for response and have a common point of departure for action.

Comments: (U) POC: Mr. [REDACTED], [REDACTED]@northcom.mil, (719) 556-8241. Approved by: COL [REDACTED], ARNORTH G3/5/711/30/12 N-NC/J743 ([REDACTED]): Issue was recommended by the 27 Nov 12 OSWG to be presented at the 30 Nov 12 Hotwash. The following issues have been rolled up under this issue: 17466, 17568. Upon completion of the 30 Nov Hotwash, all issues associated with this issue will be rolled up under the selected OPR.3 DEC 12, N-NC/J743 ([REDACTED]): Per 30 NOV 12 Hurricane Sandy Hotwash include this issue in the Corrective Action Program with N-NC/J5 as the OPR and NC/J3 and N-NC/J9 as OCRs. Comments from the Hotwash are that the National Response Framework (NRF) works for a complex catastrophe. Until required, the force providers had no necessity to source against the requirements. Per N-NC CDR, it is a question of unmet needs or unrealized requirements that we must analyze.12/3/12 N-NC/J743 ([REDACTED]): The following issues should be rolled up under this issue:17466, 17568.

Posted by: [REDACTED]

Unit: ARNORTH G7 Assess/LL

Country: United States

Event: Hurricane Season 2012

Event Type: Operation

Event Date: 16 Nov 2012